

FUND NUMBER	101 GENERAL FUND
DEPARTMENT NUMBER	18 TAX OFFICE
DIVISION NUMBER	10 TAX COLLECTIONS

MISSION

Collect funds for the operation of the City of Laredo by billing and receiving all revenues due to the City for taxes, utilities, garbage, pollution control, alarm systems, and other miscellaneous receivables in a fair, equal, and uniform manner with optimum accountability.

GOALS

- Provide friendly, efficient customer service by training employees and using improved technology.
- Maximize the collection rates for all tax and miscellaneous receivable accounts.
- Provide service to customers by having extended teller hours.
- Reduce customer waiting time to less than 90 seconds.
- Continue to improve the collection, security, and accountability of funds.
- Process all mail, night deposit, and pay stations within twenty-four hours of receipt of funds.
- Make daily deposits of all funds.

OBJECTIVES

- To maintain the percent of current taxes collected at 95.50%.
- To maintain the percent of delinquent taxes collected at 35%.

EXPENDITURES

	ACTUAL 00-01	ACTUAL 01-02	BUDGET 02-03	ESTIMATED 02-03	PROPOSED 03-04
Personnel Services	602,851	653,741	675,544	689,553	725,594
Materials & Supplies	17,981	27,928	31,234	24,495	23,270
Contractual Services	60,389	135,582	97,816	100,579	91,833
Other	106	694	0	1,388	0
Capital Outlay	7,564	239	0	0	0
TOTAL	688,828	818,184	804,594	816,015	840,697

FULL TIME EQUIVALENTS (FTE)

	ACTUAL 00-01	ACTUAL 01-02	APPROVED BUDGET 02-03	AMENDED BUDGET 02-03	PROPOSED 03-04
TOTAL	19	19	19	19	19

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PERFORMANCE MEASURES

	ACTUAL 00-01	ACTUAL 01-02	ESTIMATED 02-03	PROPOSED 03-04
Workload Measures				
Inputs				
Number of full-time equivalent employees (FTE)	19	19	19	19
Outputs				
Number of current tax accounts billed	79,143	84,000	88,200	92,610
Amount of current taxes collected	\$25,821,461	\$28,028,926	\$33,763,009	\$36,916,953
Amount of delinquent taxes collected	\$783,752	\$926,267	\$1,016,004	\$976,507
Amount of delinquent taxes billed	\$2,339,096	\$2,696,461	\$3,088,940	\$3,243,387
Number of other accounts billed *	12,895	30,269	34,285	36,000
Number of utility accounts billed **	566,016	573,564	586,596	615,925
Amount of utility monies collected	\$33,515,081	\$35,520,361	\$36,585,971	\$37,683,550
Efficiency Measures				
Current tax accounts billed per FTE	4,165	4,421	4,642	4,874
Utility accounts billed per FTE	29,790	30,188	30,873	32,417
Delinquent taxes collected per FTE	\$41,250	\$48,750	\$53,473	\$51,395
Other accounts billed per FTE	679	1,593	1,804	1,895
Amount of utility monies collected per FTE	\$1,763,952	\$1,869,493	\$1,925,577	\$1,983,348
Effectiveness Measures				
% of current tax collected	95.50	95.37	95.50	95.50
% of delinquent tax collected	33	35	35	35

* Other accounts: hotel motel, beer and wine, paving contracts, forced lot cleaning, demolition liens, hazardous materials, alarm systems, reimbursement contracts, and liens.

** Utility accounts: utility contracts, water, sewer, garbage, federal/state mandates, NPDES mandates, and NPDES mandates-commercial.